



EXECUTIVE REPORT TO REGULAR BOARD

TO: BOARD

FROM: John Malloy, Director of Education

DATE: February 24, 2014

PREPARED BY: Daniel Del Bianco, Senior Facilities Officer
Ellen Warling, Manager of Planning and Accommodation

RE: West Glanbrook Elementary Accommodation Review Reports

Action X Monitoring

Recommended Action:

That Trustees receive the West Glanbrook Accommodation Review Reports and defer a final decision for at least 60 calendar days, as per the Board's Pupil Accommodation Review Policy and Ministry of Education guidelines.

Rationale/Benefits:

At HWDSB, we are committed to making sure we create the most innovative learning environments for our students. Accommodation reviews are being undertaken in an attempt to maximize our limited resources by reducing space we do not require and upgrading the facilities that remain, as per the Board's Long-Term Facilities Master Plan. Ultimately, this will result in better learning environments for students. We want our students to have quality spaces that support student achievement. Accommodation reviews are one way boards can address facility and maintenance requirements, while also ensuring that students have the best programs at our schools.

As per the Board's Pupil Accommodation Review Policy (No. 3.8) and Ministry of Education guidelines the Board of Trustees cannot make its decision regarding the school accommodation recommendation(s) addressed in the Accommodation Review Committee Report and the Director's Report to the Board any sooner than 60 calendar days after the Board Meeting at which the Director's Report is formally received by Trustees. The earliest date for at which the Board can make a decision regarding the West Glanbrook accommodation options is May 5, 2014. Please refer to the attached reports as per the Board approved Terms of Reference and the Accommodation Review Policy.

Background:

At the June 17, 2013 Board meeting, Trustees approved a recommendation to initiate the West Glanbrook Accommodation Review which included Bell-Stone and Mount Hope schools. The mandate of the Accommodation Review Committee (ARC) was to act in an advisory role that will study, report and provide recommendations on accommodation option(s) with respect to the group of schools being reviewed for the Board of Trustees' consideration and decision. The West Glanbrook Accommodation Review Committee

comprised of parents, teachers, the principal and area trustee began its work on October 2, 2013.

On January 23, 2014 the ARC submitted its official report with two recommendations for the Trustees' consideration not ranked in order of preference. Recommendation #1 supported the original staff recommendation which included the closure of Bell-Stone Elementary School in June 2014 and the relocation of those students to Mount Hope Elementary School, effective September 2014. ARC Recommendation #2 proposed leaving Bell-Stone and Mount Hope Elementary Schools open and in the future completing another accommodation review process that would include Bellmoore Elementary School and the two aforementioned schools.

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1. Executive Summary

At the June 17, 2013 Board meeting, Trustees approved a recommendation to initiate the West Glanbrook Accommodation Review which included Bell-Stone and Mount Hope schools. The mandate of the Accommodation Review Committee (ARC) was to act in an advisory role that will study, report and provide recommendations on accommodation option(s) with respect to the group of schools being reviewed for the Board of Trustees' consideration and decision. The West Glanbrook Accommodation Review Committee comprised of parents, teachers, the principal and area trustee began its work on October 2, 2013.

Over the course of seven (7) Working Group Meetings, four (4) Public Meetings, school tours, community input through email, voicemail and public meetings, as well as countless hours spent reviewing background information the ARC developed a total of three possible accommodation options. Through further consultation and feedback from the community the ARC choose to recommend two options.

On January 23, 2014 the ARC submitted its official report with two recommendations for the Trustees' consideration not ranked in order of preference. Recommendation #1 supported the original staff recommendation which included the closure of Bell-Stone Elementary School in June 2014 and the relocation of those students to Mount Hope Elementary School, effective September 2014. ARC Recommendation #2 proposed leaving Bell-Stone and Mount Hope Elementary Schools open and in the future completing another accommodation review process that would include Bellmoore Elementary School and the two aforementioned schools.

The following report identifies key ARC timelines, provides an analysis of the accommodation option created by the West Glanbrook Accommodation Review Committee and outlines the final staff recommendation.

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2. Timelines

The following timelines for completion of the West Glanbrook ARC are consistent with those outlined in the Ministry of Education guideline and the Board's *Pupil Accommodation Review Policy* (No. 3.8).

Process	Timelines
The ARC will complete its work and submit its report to the Director of Education no earlier than Friday, January 23, 2014	January 23, 2014
ARC Report posted on the Board website	January 23, 2014
ARC and Staff reports received by Trustees (Board Meeting)	February 24, 2014
Staff Report posted on the Board website	February 24, 2014
Meeting to receive public input on the reports created by the ARC and Staff	Between February 25, 2014 & May 4, 2014
Board of Trustees to make final decision (Standing Committee)	No Earlier than May 5, 2014
Board of Trustees to ratify Standing Committee minutes (Board Meeting)	Next Scheduled Board Meeting after Decision

Table 1: Process and Timelines

3. ARC Recommendations

As per the West Glanbrook Accommodation Review Committee Report, the ARC is recommending two options for the Board of Trustees' consideration. The recommendations are not ranked in order of preference.

3.1 ARC Recommendation #1

The West Glanbrook ARC's recommendation #1 for the Board's consideration is consistent with the original staff recommendation and is described as follows:

- Closure of Bell-Stone Elementary School in June of 2014. (See Map #1 on page 4)
- Relocation of the Bell-Stone students to Mount Hope Elementary School for September 2014.

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The West Glanbrook ARC also suggested that the Board of Trustees take into account the following capital requests when making their final decision:

Capital Request	Year of Completion
Upgraded Student Washrooms	2014
Full Day Kindergarten Addition	2015
Parking Lot – Configuration	2015
Playground – Surface	2015
Gym Expansion	2015

Table 2: ARC Capital Requests

A secondary school boundary review to be completed after the West Glanbrook Accommodation Review conclusion to consider the possibility of Mount Hope Elementary School graduates attending either the New South Secondary School or Ancaster High School based on student address.

3.2 ARC Recommendation #2

The Accommodation Review Committee is recommending a second option for the Trustees' consideration. The second recommendation is to allow Bell-Stone Elementary School and Mount Hope Elementary School to remain open and to complete a second accommodation review including Bell-Stone and Mount Hope, as well as Bellmoore Elementary School.

4. Staff Recommendation

The staff recommendation for the Board's consideration is as follows:

- Closure of Bell-Stone Elementary School in June of 2014. (See Map #2 on page 5)
- Relocation of the Bell-Stone students to Mount Hope Elementary School for September 2014.

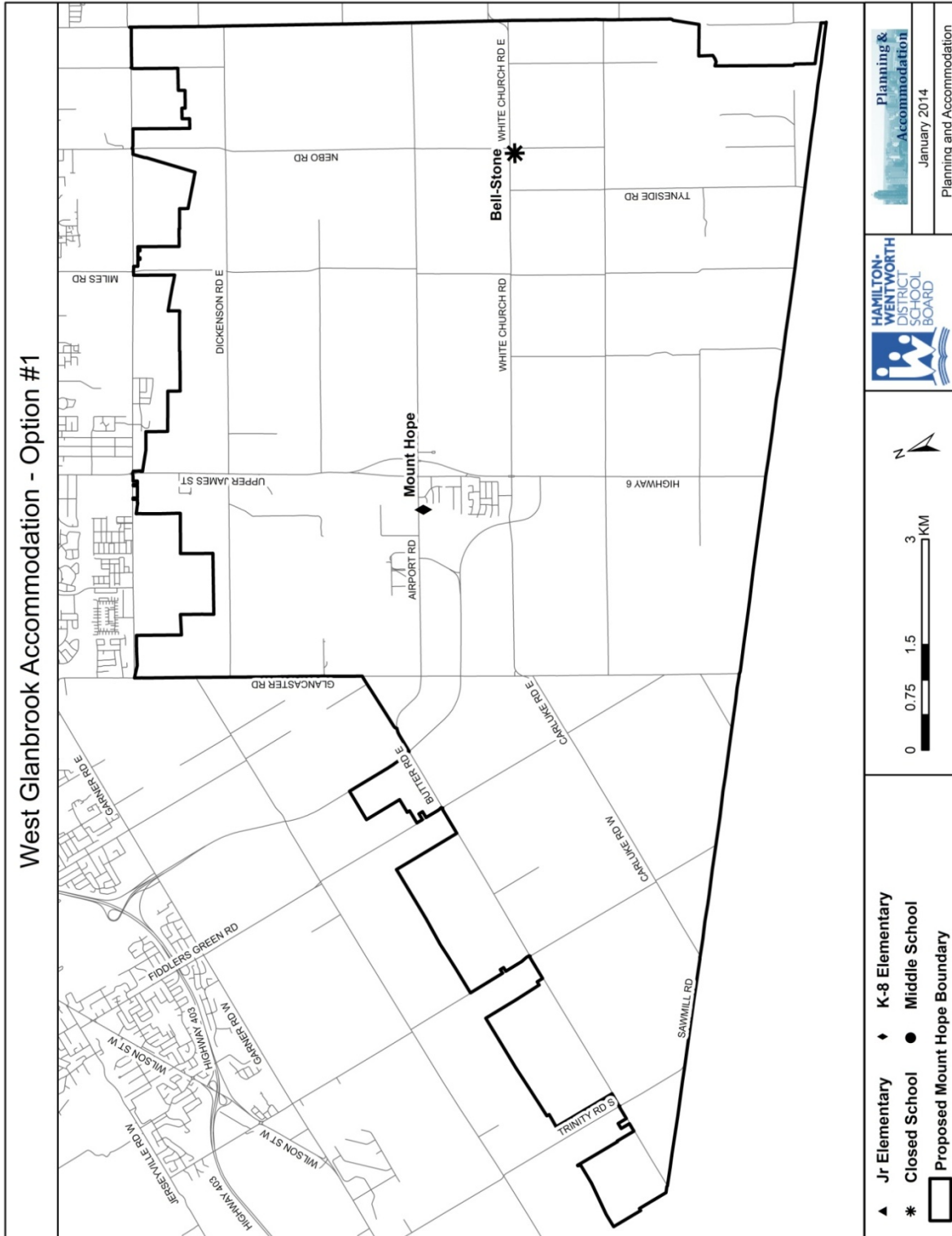
Once the Accommodation Review process is complete the plans for addressing renewal needs will commence immediately. Windows and student washroom upgrades have been identified as priority renewal needs but also included are the items listed below. The balance of high and urgent needs at Mount Hope Elementary School will be addressed **over the next five years** and incorporated into our annual capital renewal plan.

Windows/Blinds	Student Washrooms
Interior/Exterior Paint	Hardware (Doors)
Building Automation	Exterior Walls & Caulking
Flooring	Intercom
Power Supply and Distribution	

Facilities Management will also review the FDK space at Mount Hope and will determine the need for a third FDK room.

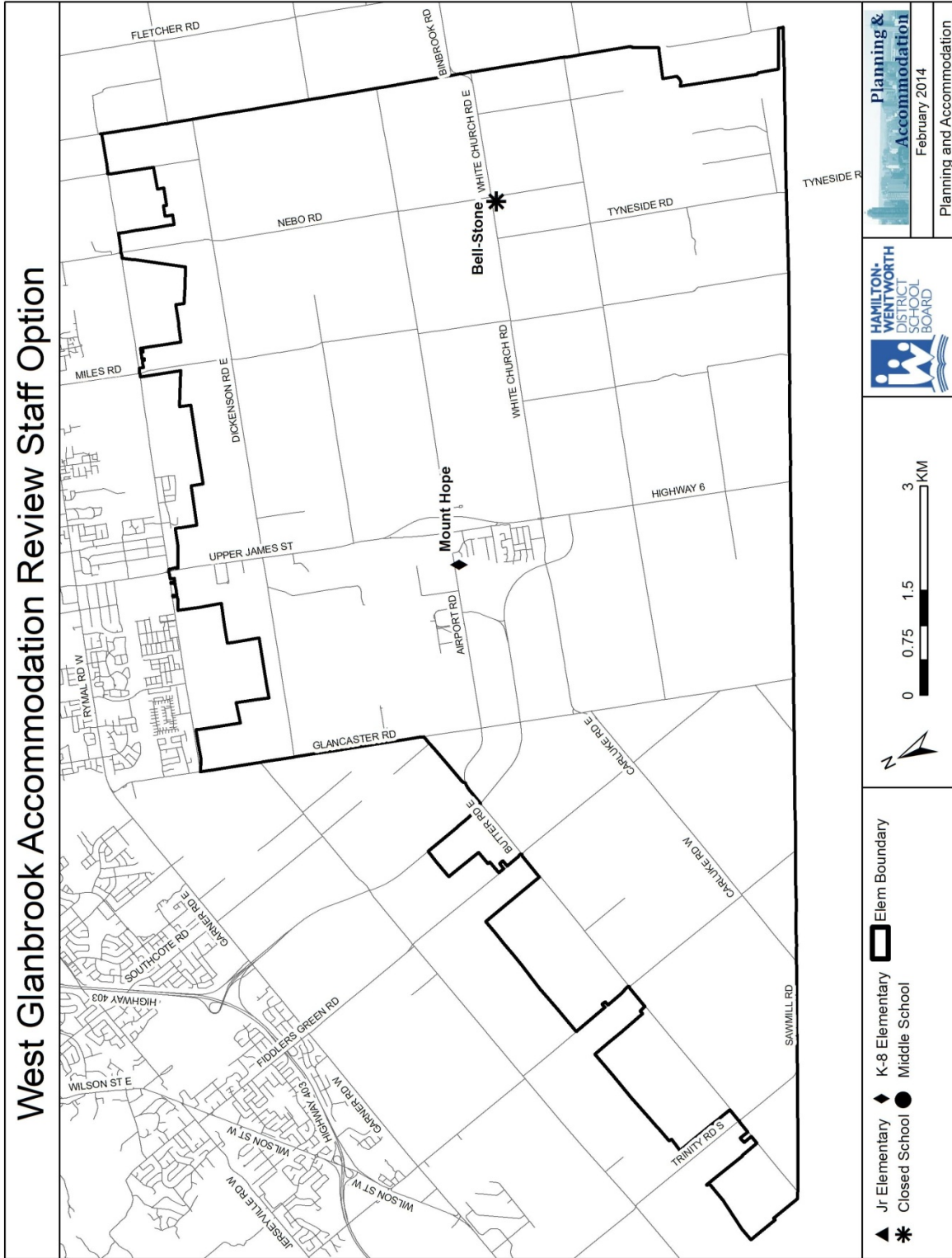
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Map #1: ARC Recommendation #1



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Map #2: Staff Recommendation



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5. Analysis

As outlined in the Ministry of Education's Pupil Accommodation Review Guidelines (Appendix A), after the ARC presents its Accommodation Report to the Board of Trustees, Board administration will examine the ARC report and present the analysis and recommendations to the Board of Trustees. The following section provides an analysis of both West Glanbrook ARC recommendations and the staff recommendation. West Glanbrook ARC recommendation #1 and the staff Recommendation align in terms of closures and timelines.

The key criteria used in creating the accommodation options are the reference criteria outlined in the Terms of Reference (Appendix B).

- a) **Facility Utilization:** Facility Utilization is defined as enrolment as a percentage of "on-the-ground" capacity. The goal is to maximize the use of Board owned facilities over the long-term.

ARC Recommendation #1: Mount Hope School remains open and Bell-Stone School closes in June of 2014. Table 3 below shows the projected enrolment.

School	OTG	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Bell-Stone	181	55									
		30%									
Mount Hope	365	311	361	364	373	378	392	393	400	398	394
		85%	99%	100%	102%	104%	107%	108%	110%	109%	108%

Table 3: ARC Recommendation #1 Enrolment

ARC Recommendation #2: Bell-Stone and Mount Hope Schools remain open and a second accommodation review would occur including Bellmoore School. Table 4 below shows the projected enrolment.

School	OTG	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Bell-Stone	181	55	61	61	63	62	60	63	63	63	63
		30%	35%	34%	35%	34%	33%	35%	35%	35%	35%
Mount Hope	365	311	299	302	311	316	332	330	337	335	331
		85%	82%	83%	85%	87%	91%	90%	92%	92%	91%
Total	546	366	361	364	373	378	392	393	400	398	394
		67%	66%	66%	68%	69%	72%	72%	73%	73%	72%

Table 4: ARC Recommendation #2 Enrolment

Staff Recommendation: Aligns with ARC Recommendation #1

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Under the ARC recommendation #1 and the staff recommendation, Mount Hope School's utilization would be 99% upon implementation in 2014 and a projected 108% in 2022. The ARC proposed a third FDK class at Mount Hope which would increase the on the ground capacity of Mount Hope to 385 bringing the projected 2015 utilization to 95% and the 2022 projected utilization to 102%. ARC recommendation #2 proposed Mount Hope and Bell-Stone schools remain open until another accommodation review is completed including Bellmoore Elementary School. The combined capacity of the two schools is 546. Leaving both schools open will result in 185 excess pupil places and a total facility utilization of 66%.

- b) **Permanent and Non-permanent Accommodation:** Permanent accommodation refers to “bricks and mortar” while non-permanent construction includes structures such as portables and port-a-paks. The goal is to minimize the use of non- permanent accommodation as a long-term strategy while recognizing that it may be a good short- term solution.

Both ARC recommendations and the Staff Recommendation do not require the use of portables or port-a-paks as a long-term solution for accommodation.

- c) **Program Offerings:** The Accommodation Review Committee must consider program offerings, each with their own specific requirements, at each location.

ARC Recommendation #1: All students would attend Mount Hope; a JK-8 school.

ARC Recommendation #2: Bell-Stone as a JK-6 school and Mount Hope; a JK-8 school.

Staff Recommendation: All students would attend Mount Hope; a JK-8 school.

In ARC recommendation #1 and the staff recommendation, the options propose all students attend a JK-8 school which reduces the transitions for Bell-Stone students before secondary school. This also meets the board's guiding principle for JK-8 schools as outlined in the Long Term Facilities Master Plan in 2013. ARC recommendation #2 proposes leaving Bell-Stone open. Enrolment at Bell-Stone has steadily declined to the point where program viability at Bell-Stone is negatively affected. If the enrolment were to remain the same or decline even further, triple split grades would be a possibility.

- d) **Quality Teaching and Learning Environments:** The Accommodation Review Committee should consider the program environments and how well they are conducive to learning.

ARC recommendation #1 and the staff recommendation propose the amalgamation of Mount Hope and Bell-Stone schools. By amalgamating the schools there are a variety of ways that the student's school experience will be enhanced. Having multiple classes of each grade allows collaboration and sharing between teachers to improve their practice and the students overall experience. By combining two schools this allows access to more resources, program offerings, choice of co-curricular and extra-curricular activities.

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While ARC recommendation #2 proposed leaving Bell-Stone school open and with low enrolment for a short period of time until a second accommodation review, there is concern that the enrolment will continue to decline further. As mentioned under program offerings, there is a realistic possibility of triple split classes at Bell-Stone. With such a low enrolment the program viability becomes an issue. Also, the extra-curricular and co-curricular activities will be affected due to a reduced staff if triple split grades were to occur. Bell-Stone currently is over staffed by one teacher; this situation cannot continue if the enrolment decreases further.

- e) **Transportation:** The Accommodation Review Committee should consider the Board's existing Transportation Policy and how it may be impacted by or limit proposed accommodation recommendations.

Due to Bell-Stone's rural location, all in-catchment students are provided transportation. In both ARC recommendations and the staff recommendation these students would receive transportation. All three proposals would adhere to the HWDSB Transportation Policy. In ARC recommendation #1 and the staff option there would be no additional funding needed if Bell-Stone students were transported to Mount Hope. The number of bus runs to Mount Hope would increase by one run per day.

- f) **Partnerships Opportunities:** As a requirement of the Policy and Ministry guidelines, the Accommodation Review Committee should also consider opportunities for partnerships.

On June 26, 2013 a letter from HWDSB's Director of Education was sent to potential facility partners. The letter indicated that HWDSB currently has surplus space in many of its buildings and invited potential facility partnerships to contact HWDSB to share facilities to the benefit of students and its community. There were no responses to appropriately use the excess space in the West Glanbrook Accommodation Review area.

- g) **Equity:** The Accommodation Review Committee should consider the Board's Equity Policy, specifically as it relates to accessibility, both in terms of the physical school access as well as transportation and program environments.

In accordance with the Integration Accessibility Standards Regulation, to create a barrier free and accessible Ontario all HWDSB schools must be accessible by 2025. With the amalgamation of schools in West Glanbrook, all students would still have access to transportation and travel time will remain less than 60 minutes as per the HWDSB transportation policy. All students will also continue to have the same access to program, extra-curricular and learning resources.

5.2 Additional Considerations Analysis

The following section provides an analysis of the additional consideration that the West Glanbrook ARC has recommended to Trustees.

- *ARC Recommendation #1: A secondary school boundary review to be completed after the West Glanbrook Accommodation Review conclusion to consider the possibility of Mount Hope Elementary School graduates attending either the New South Secondary School or Ancaster High School based on location of student residence.*

Through the Secondary Accommodation Review process and the Secondary Program Strategy the secondary boundaries were realigned in June of 2013. Planning for the implementation of the new boundaries is underway and students will transition to their new schools in September of 2014. As accommodation reviews are completed and elementary school boundaries are revised, it may be necessary to review where students are directed to attend for secondary school to ensure enrolments remain balanced across the system. A review of the secondary school boundary for the new South Secondary School is premature at this time, but staff will continue to monitor over time as we get closer to the opening of the new school.

Recommendation #2: Complete a second accommodation review including Bell-Stone and Mount Hope, as well as Bellmoore Elementary School.

ARC recommendation 2 proposes keeping Mount Hope and Bell-Stone schools open until a second accommodation review can be completed with Bellmoore Elementary School. The next set of accommodation reviews is tentatively scheduled to commence in September/October 2015. As a result the earliest any recommendations coming out of those future accommodation reviews could be implemented is September 2016. This would leave Bell-Stone open with a utilization of 30% to 35% for two more school years. Bell-Stone enrolment has steadily declined in recent years. Program viability at Bell-Stone has been negatively affected. If the enrolment continues to remain the same or decline, triple combined grades would be a possibility.

Bellmoore Elementary is located in a new subdivision within the Binbrook community east of Bell-Stone school. The Bellmoore facility opened in September of 2012 and the school enrolment has increased to 722 students. Binbrook is a rapidly expanding community and the need for a second elementary school in the community is evident. HWDSB's Educational Development Charge report identifies purchasing a second property in Binbrook in approximately 2018 or sooner if it becomes available. HWDSB's projected enrolments, which factor in new residential growth, indicate that the enrolment will continue to trend upward for the foreseeable future. The ARC Recommendation #2 proposes alternative accommodation solutions for the low enrolment at Bell-Stone by redirecting students out of the Binbrook community and over to West Glanbrook. However, redistributing Bellmoore's students through a boundary change or accommodation review would take students outside the Binbrook community, create a permanent bussing situation, and decreasing the opportunity for students to attend a school in their community.

6. Financial Analysis & Funding Strategy

The table on the following page shows a comparison between status quo, ARC recommendation #1 and the staff recommendation. Status quo is the scenario if no changes were to occur. The table captures estimated allowances to meet Ministry of Education (MOE) benchmarks and renewal costs. Allowance to meet MOE suggested benchmarks represent items such as gym size, administrative space, staff space and library space that potentially will need to be addressed. Items were captured during recent school visits. Renewal needs represent deferred maintenance – both high and urgent, and future identified maintenance. Renewal needs are addressed and prioritized on a yearly basis as part of the annual capital renewal plan completed by Facilities Management. Currently (Status Quo) there is a combined estimated \$5.2m in renewal needs for both schools. ARC recommendation #1 and the staff option propose closing Bell-Stone Elementary school in June of 2014.

The ARC proposed five capital projects as part of ARC recommendation #1 which included upgraded washrooms, a full day kindergarten addition, reconfiguration of the parking lot, resurfacing of the blacktop playground and a gym expansion. The capital requests total cost is approximately \$1.425m. The staff option is proposing to commit \$1.5m to address the high and urgent needs identified in section 4. The remaining capital renewal (6 years +) is \$1.14m for both the ARC recommendation #1 and the staff option and will be reviewed annually and assessed against the other needs throughout the system

In ARC recommendation #1 and the staff recommendation there is proposed Full Day Kindergarten capital costs. The projected cost of a FDK addition is \$475,000. The Ministry of Education has allocated FDK funding for most HWDSB schools requiring facility additions or renovations to implement the program. Reduced scope projects were implemented at schools that are designated to be in a current or scheduled accommodation review. By reducing the scope of FDK projects HWDSB was able to reserve funding for schools that are designated to remain open after an accommodation review process. The FDK project in this ARC will be funded through the reserve funding.

Proceeds of disposition are another available source of funding for capital projects. The proceeds of disposition value is an estimated value based on recent land estimates across all rural schools, not based on acreage nor this specific location. The values have a +/- 20% range and will vary based on market conditions. The operational costs encompass all of the expenditures required to operate and maintain the school including heating, lighting, cleaning and routine maintenance. In total, over 10 years there is a projected operational savings of just over \$1.6m.

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Funding Summary	Status Quo	ARC Recommendation #1	Staff Recommendation
Allowance to meet MOE Benchmark	\$900,000	\$300,000	\$1,075,000
ARC Requested Capital Projects	\$0	\$1,425,000	\$0
Renewal Costs-High and Urgent 1-5 years	\$1,332,333	\$850,000	\$1,500,000
Remaining Renewal 6-10 years	\$2,968,644	\$1,140,000	\$1,140,000
Sub-Total (Funding Required in 1-10yrs)	\$5,200,977	\$3,715,000	\$3,715,000
Less FDK Funding	\$0	(\$475,000)	(\$475,000)
Less Proceeds of Disposition	\$0	(\$400,000)	(\$400,000)
Less Annual Operational Savings (1 yr.)*	\$0	(\$160,292)	(\$160,292)
Sub-Total (Potential Funding Sources)	\$0	(\$1,035,292)	(\$1,035,292)
TOTAL (Balance to be Funded through Annual Renewal Funding over the next 10 years)	\$5,200,977	\$2,679,708	\$2,679,708

Table 5: Financial and Funding Summary

*Potential 10 years savings is \$1.6m

The \$2.7 m in remaining capital/renewal needs will be funded through School Renewal Grants (SRG) and potential operational savings. The potential Full Day Kindergarten Addition/Renovation will be funded through the FDK Ministry funding reserves HWDSB has accumulated. The staff recommendation FDK cost is captured under allowance to meet Ministry of Education benchmark.

Capital/Renewal Reduction	Status Quo	Arc Recommendation #1	Staff Recommendation
Status Quo Total - Recommendation Total	\$0	\$2,521,269	\$2,521,269

Table 6: Capital/Renewal Reduction

In both ARC recommendation #1 and staff recommendation there is a potential \$2.5m in capital and renewal work that will not be required in the next 10 years within the accommodation review area.

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ARC option #2 would have no immediate financial savings and would be contingent on the second accommodation review, therefore leaving \$5.2m in capital/renewal projects.

7. Summary

The West Glanbrook Accommodation Review was a lengthy process including two school communities. Through discussion and input received over the course of seven working group meetings and four public meetings the West Glanbrook ARC proposed two recommendations. All participants in the process were committed to the same objectives of ensuring suitable and equitable learning environments for all students. The original staff recommendation, endorsed by the ARC recommendation #1 improves the learning environments for all students impacted by this proposal while at the same time satisfying the Committee's mandate as outlined in the Terms of Reference.

Upon completion of this analysis, it is the recommendation of staff that HWDSB endorse the ARC recommendation #1 and close Bell-Stone School in June of 2014 with the relocation of those students to Mount Hope Elementary School. Staff also recommends that HWDSB commit approximately \$1.5 to the Mount Hope facility to address the identified high and urgent renewal items listed in section 4 over the next five years. Facilities Management is also proposing reviewing the FDK space at Mount Hope and will determine the need for a third FDK room. HWDSB believes this would best serve the Board and the West Glanbrook Community.

8. List of Appendices

Appendix A: Ministry of Education Pupil Accommodation Review Guidelines

Appendix B: West Glanbrook Accommodation Review Terms of Reference



MINISTRY OF EDUCATION
PUPIL ACCOMMODATION REVIEW GUIDELINE
(Revised June 2009)

PURPOSE

The purpose of the *Pupil Accommodation Review Guideline* (previously referred to as school closure guidelines) is to provide direction to school boards regarding public accommodation reviews undertaken to determine the future of a school or group of schools.

The *Guideline* ensures that where a decision is taken by a school board regarding the future of a school, that decision is made with the full involvement of an informed local community and it is based on a broad range of criteria regarding the quality of the learning experience for students.

In recognition of the important role schools play in strengthening rural and urban communities and the importance of healthy communities for student success, it is also expected that decisions consider the value of the school to the community, taking into account other government initiatives aimed at strengthening communities.

School boards in Ontario are responsible for providing schools and facilities for their students and for operating and maintaining their schools as effectively and efficiently as possible to support student achievement.

Under paragraph 26, subsection 8 (1) of the *Education Act*, the Minister of Education may issue guidelines with respect to school boards' school closure policies. The *Guideline* is effective upon release.

SCHOOL BOARD ACCOMMODATION REVIEW POLICIES

School boards are responsible for establishing and following their own accommodation review policies. At a minimum, boards' accommodation review policies are to reflect the requirements of the *Pupil Accommodation Review Guideline* set out below.

A copy of the school board's accommodation review policy, the government's *Pupil Accommodation Review Guideline* and the *Administrative Review of Accommodation Review Process* documents are to be available at the school board's office and posted on the school board's website.

School boards are expected to undertake long-term enrolment and capital planning that will provide the context for accommodation review processes and decisions. This planning should take into account opportunities for partnerships with other school boards and appropriate public organizations that are financially sustainable, safe for students, and protect the core values and objectives of the school board.

The *Guideline* recognizes that, wherever possible, accommodation reviews should focus on a group of schools within a school board's planning area rather than examine a single school. These schools would be reviewed together because they are located close enough to the other schools within a planning area to facilitate the development of viable and practical solutions for student accommodation.

ACCOMMODATION REVIEW TERMS OF REFERENCE

The review of a particular school or schools is to be led by an Accommodation Review Committee (ARC) appointed by the board. The ARC assumes an advisory role and will provide recommendations that will inform the final decision made by the Board of Trustees.

Each ARC must include membership drawn from the community. It is recommended that the committee include parents, educators, board officials, and community members. Trustees are not required to serve on ARCs.

School boards will provide the ARC with a Terms of Reference that describes the ARC's mandate. The mandate will refer to the board's educational and accommodation objectives in undertaking the ARC and reflect the board's strategy for supporting student achievement. The Terms of Reference will contain Reference Criteria that frame the parameters of ARC discussion. The Reference Criteria include the educational and accommodation criteria for examining schools under review and accommodation options. Examples may include grade configuration, school utilization, and program offerings.

The Terms of Reference will identify ARC membership and the role of voting and non-voting members, including board and school administration. The Terms of Reference will also describe the procedures for the ARC, including meetings; material, support, and analysis to be provided by board administration; and the material to be produced by the ARC.

School boards will inform the ARC at the beginning of the process about partnership opportunities, or lack thereof, as identified as part of boards' long-term planning process.

SCHOOL INFORMATION PROFILE

School boards are required to develop a School Information Profile to help the ARC and the community understand how well school(s) meet the objectives and the Reference Criteria outlined in the Terms of Reference. The School

Information Profile includes data for each of the following four considerations about the school(s):

- Value to the student
- Value to the school board
- Value to the community
- Value to the local economy

It is recognized that the school's value to the student takes priority over other considerations about the school. A School Information Profile will be completed by board administration for each of the schools under review. If multiple schools within the same planning area are being reviewed together, the same Profile must be used for each school. The completed School Information Profile(s) will be provided to the ARC to discuss, consult on, modify based on new or improved information, and finalize.

The following are examples of factors that may be considered under each of the four considerations. Boards and ARCs may introduce other factors that could be used to reflect local circumstances and priorities, which may help to further understand the school(s).

Value to the Student

- the learning environment at the school;
- student outcomes at the school;
- course and program offerings;
- extracurricular activities and extent of student participation;
- the ability of the school's physical space to support student learning;
- the ability of the school's grounds to support healthy physical activity and extracurricular activities;
- accessibility of the school for students with disabilities;
- safety of the school;
- proximity of the school to students/length of bus ride to school.

Value to the School Board

- student outcomes at the school;
- course and program offerings;
- availability of specialized teaching spaces;
- condition and location of school;
- value of the school if it is the only school within the community;
- fiscal and operational factors (e.g., enrolment vs. available space, cost to operate the school, cost of transportation, availability of surplus space in adjacent schools, cost to upgrade the facility so that it can meet student learning objectives).

Value to the Community

- facility for community use;

- program offerings at the school that serve both students and community members (e.g., adult ESL);
- school grounds as green space and/or available for recreational use;
- school as a partner in other government initiatives in the community;
- value of the school if it is the only school within the community.

Value to the Local Economy

- school as a local employer;
- availability of cooperative education;
- availability of training opportunities or partnerships with business;
- attracts or retains families in the community;
- value of the school if it is the only school within the community.

ACCOMMODATION REVIEW PROCESS

As indicated above, the public review of each school or group of schools is to be led by a local Accommodation Review Committee appointed by the board.

School boards must present to the ARC at least one alternative accommodation option that addresses the objectives and Reference Criteria outlined in the Terms of Reference. The option(s) will address where students would be accommodated; what changes to existing facilities may be required; what programs would be available to students; and transportation. If the option(s) require new capital investment, board administration will advise on the availability of funding, and where no funding exists, will propose how students would be accommodated if funding does not become available.

The Ministry recommends that, wherever possible, schools should only be subject to an accommodation review once in a five-year period, unless there are exceptional circumstances.

School Information Profile

The ARC will discuss and consult about the School Information Profile(s) prepared by board administration for the school(s) under review and modify the Profile(s) where appropriate. This discussion is intended to familiarize the ARC members and the community with the school(s) in light of the objectives and Reference Criteria outlined in the Terms of Reference. The final School Information Profile(s) and the Terms of Reference will provide the foundation for discussion and analysis of accommodation options.

Public Information and Access

School boards and ARCs are to ensure that all information relevant to the accommodation review, as defined by the ARC, is made public by posting it in a prominent location on the school board's website or making it available in print upon request. Where relevant information is technical in nature, it is to be explained in plain language.

Accommodation Options

The ARC may also create alternative accommodation options, which should be consistent with the objectives and Reference Criteria outlined in the Terms of Reference. Board administration will provide necessary data to enable the ARC to examine options. This analysis will assist the ARC in finalizing the Accommodation Report to the board.

ARCs may recommend accommodation options that include new capital investment. In such a case, board administration will advise on the availability of funding. Where no funding exists, the ARC with the support of board administration will propose how students would be accommodated if funding does not become available.

As the ARC considers the accommodation options, the needs of all students in schools of the ARC are to be considered objectively and fairly, based on the School Information Profile and the objectives and Reference Criteria outlined in the Terms of Reference.

Community Consultation and Public Meetings

Once an accommodation review has been initiated, the ARC must ensure that a wide range of school and community groups is invited to participate in the consultation. These groups may include the school(s)' councils, parents, guardians, students, school staff, the local community, and other interested parties.

As indicated above, the ARC will consult about the customized School Information Profile prepared by board administration and may make changes as a result of the consultation. The ARC will also seek input and feedback about the accommodation options and the ARC's Accommodation Report to the board. Discussions will be based on the School Information Profile(s) and the ARC's Terms of Reference.

Public meetings must be well publicized, in advance, through a range of methods and held at the school(s) under review, if possible, or in a nearby facility if physical accessibility cannot be provided at the school(s). Public meetings are to be structured to encourage an open and informed exchange of views. All relevant information developed to support the discussions at the consultation is to be made available in advance.

At a minimum, ARCs are required to hold four public meetings to consult about the School Information Profile, the accommodation options, and the ARC Accommodation Report.

Minutes reflecting the full range of opinions expressed at the meetings are to be kept, and made publicly available. ARCs and board administration are to respond to questions they consider relevant to the ARC and its analysis, at

meetings or in writing appended to the minutes of the meeting and made available on the board's website.

ARC Accommodation Report to the Board

The ARC will produce an Accommodation Report that will make accommodation recommendation(s) consistent with the objectives and Reference Criteria outlined in the Terms of Reference. It will deliver its Accommodation Report to the board's Director of Education, who will have the Accommodation Report posted on the board's website. The ARC will present its Accommodation Report to the Board of Trustees. Board administration will examine the ARC Accommodation Report and present the administration analysis and recommendations to the Board of Trustees. The Board of Trustees will make the final decision regarding the future of the school(s). If the Board of Trustees votes to close a school or schools, the board must outline clear timelines around when the school(s) will close.

TIMELINES FOR AN ACCOMMODATION REVIEW PROCESS

After the intention to conduct an accommodation review of a school or schools has been announced by the school board, there must be no less than 30 calendar days notice prior to the first of a minimum of four public meetings.

Beginning with the first public meeting, the public consultation period must be no less than 90 calendar days.

After the ARC completes its Accommodation Report it is to make the document publicly available and submit the document to the school board administration. After the submission of the Accommodation Report, there must be no less than 60 calendar days notice prior to the meeting where the Board of Trustees will vote on the recommendations.

Summer vacation, Christmas break and Spring break, including adjacent weekends, must not be considered part of the 30, 60 or 90 calendar day periods. For schools with a year-round calendar, any holiday that is nine calendar days or longer, including weekends, should not be considered part of the 30, 60 or 90 calendar day periods.

APPLICATION OF ACCOMMODATION REVIEW GUIDELINES

The *Guideline* applies to schools offering elementary or secondary regular day-school programs. The following outlines circumstances where school boards are not obligated to undertake an accommodation review in accordance with this *Pupil Accommodation Review Guideline*. In these circumstances, a board is expected to consult with local communities about proposed accommodation options for students in advance of any decision by the board.

- Where a replacement school is to be rebuilt by the board on the existing site, or rebuilt or acquired within the existing school attendance boundary as identified through the board's existing policies;

- When a lease is terminated;
- When a board is planning the relocation in any school year or over a number of school years of a grade or grades, or a program, where the enrolment constitutes less than 50% of the enrolment of the school; this calculation is based on the enrolment at the time of the relocation or the first phase of a relocation carried over a number of school years;
- When a board is repairing or renovating a school, and the school community must be temporarily relocated to ensure the safety of students during the renovations
- Where a facility has been serving as a holding school for a school community whose permanent school is over-capacity and/or is under construction or repair.



Pupil Accommodation Review Terms of Reference

The Terms of Reference were developed in accordance with the Ministry's 2009 revised *Pupil Accommodation Review Guidelines*.

1.0 Mandate of the Accommodation Review Committee

- 1.1 With school valuation as its focus and the Board's strategy for supporting student achievement, the Accommodation Review Committee is to lead the public review and act in an advisory role that will study, report and provide recommendations on accommodation option(s) with respect to the group of schools or school being reviewed for the Board of Trustees' consideration and decision.
- 1.2 A separate Accommodation Review Committee shall be established for each group of schools being studied.
- 1.3 This Accommodation Review Committee is charged with the review of the following schools:
 - **Bell-Stone (JK-6)**
 - **Mount Hope (JK-8)**

2.0 Membership of the Accommodation Review Committee

- 2.1 The Accommodation Review Committee should consist of the following persons:
 - The Accommodation Review Committee Chair as appointed by Executive Council;
 - Two (2) parent representatives who are members of School Council and/or Home and School Association from each school under review;
 - One (1) parent representative who is not a member of School Council or Home and School Association from each school under review;
 - If only one school is being reviewed then the representatives may be increased to two (2);
 - One (1) teaching representative from each school under review;
 - One (1) non-teaching staff from each school under review;

- 2.2 The Accommodation Review Committee membership will be deemed to be properly constituted whether or not all of the listed members are able to participate.
- 2.2.1 Written invitation to participate on the Accommodation Review Committee will be issued with a deadline date for acceptance. No response by that date will be considered as non-acceptance.
- 2.3 Accommodation Review Committee membership may be adjusted so that the Committee may function effectively.
- 2.4 All members of the Accommodation Review Committee are voting members with the exception of the Accommodation Review Committee Chair, feeder school representative and student leader who and are non-voting members.
- 2.4.1 When a vote is called only the voting members present will cast their vote via ballot. A vote shall be passed when fifty percent (50%) plus one of the Accommodation Review Committee members vote in favour of the motion. Should there be a tie vote the motion/recommendation is defeated.
- 2.4.2 Quorum shall be defined as fifty percent (50%) percent plus one of the Accommodation Review Committee members.
- 2.5 Recognizing the value of the Accommodation Review Committee's contribution to the Board's ability to provide quality educational opportunities for its students, Accommodation Review Committee members must be prepared to make a commitment to attend all, or nearly all of the working meetings and public meetings
- 2.6 In the event that an Accommodation Review Committee member is unable to commit to attending all, or nearly all of the meetings, the Accommodation Review Committee Chair has the authority to address the attendance issue and recommend a solution.
- 2.7 The Accommodation Review Committee will have resource support available to provide information when requested or to provide expertise not already within the Accommodation Review Committee. The following people are available resources:
- The Trustee(s) of each school(s) under review;
 - The Trustee(s) of associated schools;
 - The Superintendent(s) of Student Achievement for each school(s) under review;
 - The Principal from each school under review
 - Administrative support for minute taking;
 - Dedicated resources to enable the Accommodation Review Committee to understand the issues that exist and to provide:
 - support to ensure compliance with the Board's policy and procedure;
 - information relevant to the mandate of the Accommodation Review Committee as requested by the Accommodation Review Committee;
 - information relevant to the mandate of the Accommodation Review Committee to support community questions or requests;
- 2.7.1 If the Accommodation Review Committee Chair sees a need for additional expertise or if additional expertise is requested by the Accommodation Review Committee, guest Accommodation Review Committee resources may be invited to attend specified meetings

(i.e. students, HWDSB staff, members of the community or local economy) as approved by the ARC members.

3.0 Operation of the Accommodation Review Committee

3.1 Executive Council will be responsible for appointing the Chair of the Accommodation Review Committee.

The Accommodation Review Committee Chair is responsible for:

- Convening and chairing Accommodation Review Committee meetings;
- Managing the development of the process according to the Accommodation Review Committee mandate, the *Terms of Reference* and the supporting School Information Profile (SIP);
- Coordination of the activities of the Accommodation Review Committee, requesting support, resources, and information relevant to the Accommodation Review Committee's mandate from the HWDSB staff;
- Ensuring completion of the *Accommodation Review Committee Accommodation Report*.

3.2 A SIP for each affected school necessary to permit the Accommodation Review Committee to carry out its mandate will be provided at or prior to the Accommodation Review Committee's first working meeting.

3.3 For each affected school the SIP will include the following and will be made available to the public via a posting on the Board's website and in print format at the Education Centre upon request:

- The section of the Board's most recent Long-Term Facilities Master Plan that deals with the municipality or area under review;
- Relevant background information regarding the schools located within the area of the accommodation review.

3.4 The Accommodation Review Committee will meet as often as required to review and analyze all pertinent data and prepare for the mandatory public meetings.

3.5 The Accommodation Review Committee shall determine a schedule of the dates, times and location of meetings. This should be established at the first meeting of the Accommodation Review Committee subject to Section 6.1 of this Policy.

3.6 Working meetings of the Accommodation Review Committee may be held regardless of all voting members being present.

3.7 The Accommodation Review Committee will complete its work within the timelines outlined in this Policy.

3.8 In the event that a member is unable to fulfill his/her duties on the Accommodation Review Committee, the Principal of the affiliated school(s) working with the Chair of the Accommodation Review Committee, may co-opt another representative. If a replacement cannot be found, the Accommodation Review Committee will continue to function.

3.9 The Accommodation Review Committee will provide information to the affected school communities on an ongoing basis.

- 3.10 Board staff will respond to reasonable requests for additional information that has been approved by the Accommodation Review Committee and will include the response(s) to the question(s), in the Accommodation Review Committee's working binder under the appropriate section, and will post the responses on the Board's website.
- 3.11 Requests for information in keeping with the Accommodation Review Committee's mandate and in keeping with the schools under review, will be provided by Accommodation Review Committee Resource staff in a timely manner for the Accommodation Review Committee's use and if the information is requested from an external party, for the Accommodation Review Committee's approval. It may not always be possible to obtain responses to requests for information in time for the next scheduled meeting. If this occurs, Accommodation Review Committee Resource staff will provide an estimated availability time.
- 3.12 All Accommodation Review Committee meetings will be structured to encourage an open and informed exchange of views.
- 3.13 The Accommodation Review Committee may create alternative accommodation option(s), consistent with the objectives and Reference Criteria outlined above.
- 3.14 Where the Accommodation Review Committee recommends accommodation option(s) that include new capital investment, the Accommodation Review Committee Chair will advise the Accommodation Review Committee on the availability of funding. Where no funding exists, the Accommodation Review Committee, will propose how students would be accommodated if funding does not become available. Accommodation Review Committee Resource staff will provide analysis support for this process.
- 3.15 All accommodation options developed by the Board or by the Accommodation Review Committee are to address, at a minimum, where students would be accommodated; changes that may be required to existing facilities; program availability and transportation.

4.0 Reference Criteria

- 4.1 The key criteria that will be used by the Accommodation Review Committee to fulfill its mandate include, but are not limited to, the following:
- a) **Facility Utilization:** Facility Utilization is defined as enrolment as a percentage of "on-the-ground" capacity. The goal is to maximize the use of Board owned facilities over the long-term.
 - b) **Permanent and Non-permanent Accommodation:** Permanent accommodation refers to "bricks and mortar" while non-permanent construction includes structures such as portables and port-a-paks. The goal is to minimize the use of non- permanent accommodation as a long-term strategy while recognizing that it may be a good short- term solution.
 - c) **Program Offerings:** The Accommodation Review Committee must consider program offerings, each with their own specific requirements, at each location.
 - d) **Quality Teaching and Learning Environments:** The Accommodation Review Committee should consider the program environments and how well they are conducive to learning.
 - e) **Transportation:** The Accommodation Review Committee should consider the Board's existing Transportation Policy and how it may be impacted by or limit proposed accommodation recommendations.
 - f) **Partnerships Opportunities:** As a requirement of the Policy and Ministry guidelines, the Accommodation Review Committee should also consider opportunities for partnerships.

- g) **Equity:** The Accommodation Review Committee should consider the Board's Equity Policy, specifically as it relates to accessibility, both in terms of the physical school access as well as transportation and program environments.

4.2 The Accommodation Review Committee may add additional reference criteria.

5.0 Working Meetings

- 5.1 The goal of the working meetings is to ensure that information is prepared for presentation at each of the minimum four (4) public meetings. The materials prepared will support the objectives and the Reference Criteria of this Terms of Reference and will help the Accommodation Review Committee in its development of the Accommodation Review Committee Accommodation Report.
- 5.2 The Accommodation Review Committee Resource staff will work with the Accommodation Review Committee to prepare all working meeting and Public Meeting agendas and materials. Meeting agendas and materials are to be made available by e-mail to the Accommodation Review Committee members and posted on the Board's website when possible at least 24 hours in advance of the scheduled meeting.
- 5.3 Accommodation Review Committee Resource staff will ensure that accurate minutes are recorded. These minutes are to reflect the discussions that take place and decisions that are made at working meetings and at Public Meetings. Accommodation Review Committee meeting minutes will be posted to the Board's website after the minutes have been approved by the Accommodation Review Committee.
- 5.4 All information provided to the Accommodation Review Committee is to be posted on the board's website and made available in hard copy if requested.
- 5.5 Working Meetings of the Accommodation Review Committee shall be open to observation by the public.

6.0 Public Meetings

- 6.1 In addition to Accommodation Review Committee working meetings, the Accommodation Review Committee will hold a minimum of four (4) public meetings. Public meetings will occur in one of the affected schools, provided the school is an accessible facility, or at an alternate facility within the local community. These meetings will be organized as follows:
- At the first public meeting, the Accommodation Review Committee will present the Preliminary School Accommodation Review Report prepared by the Director of Education, including the Board/Staff proposed alternative accommodation option(s). As well, the Accommodation Review Committee will describe the Terms of Reference, including its mandate; outline its study process; give the public a briefing on the data and issues to be addressed and receive community input;
 - At the second public meeting, the Accommodation Review Committee will present a completed SIP (refer to Appendix D) for the school(s) under consideration and receive community input;
 - At the third public meeting, the Accommodation Review Committee will present the accommodation option(s) and request community input;
 - At the fourth public meeting, the Accommodation Review Committee will present to the public, the draft Accommodation Review Committee Accommodation Report with its interim accommodation recommendation(s) and receive community input. The Accommodation Review Committee may make changes to the report based upon feedback at this meeting.

- 6.2 The Accommodation Review Committee Chair will call the first public meeting no earlier than thirty (30) calendar days after the date of its appointment.
- 6.3 Notice of the first public meeting will be provided no less than thirty (30) calendar days in advance of the meeting.
- 6.4 Notice of the public meetings will be provided through school newsletters, letters to the school community, the Board's website and advertisements in local community newspapers, and will include the date, time, location, purpose, contact name and email address.

7.0 Accommodation Review Committee Accommodation Report

7.1 The Accommodation Review Committee Accommodation Report, which is a mandatory outcome of the Accommodation Review Committee's work, is to be submitted to the Director of Education, by the Chair of the Accommodation Review Committee. The *Accommodation Review Committee Accommodation Report* is to be drafted in plain language.

7.1.1 The Accommodation Review Committee will prepare a report that will make accommodation recommendation(s) consistent with the objectives and *Reference Criteria* outlined in the Terms of Reference.

7.1.2 The Accommodation Review Committee should also consider the following issues and try to address these as well as possible in the *Accommodation Review Committee Accommodation Report*:

- The implications for the program for students both in the school under consideration for consolidation, closure or program relocation and in the school(s) where programs may be affected.
- The effects of consolidation, closure or program relocation on the following:
 - The attendance area defined for the school(s)
 - The need and extent of transportation
- The financial effects of consolidating or not consolidating the school, including any capital implications.
- Savings expected to be achieved as a result of the consolidation, closure or program relocation:
 - School operations (heating, lighting, cleaning, routine maintenance)
 - Expenditures to address school renewal issues which will no longer be required
- Revenue implications as a result of the consolidation, closure or program relocation.
- Additional expenditures, if any, at schools which will accommodate students displaced as a result of a consolidation, closure or program relocation decision taken by the Board:
 - School operations (heating, lighting, cleaning, routine maintenance)
 - School administration
 - School renewal
 - Transportation

7.1.3 The Chair of the Accommodation Review Committee will deliver the *Accommodation Report* to the Director of Education not earlier than ninety (90) calendar days and not later than one hundred and twenty (120) calendar days after the beginning of the

Accommodation Review Committee's first public meeting. The Director of Education will post the *Accommodation Review Committee Accommodation Report* on the Board's website.

7.1.4 The Accommodation Review Committee shall present the *Accommodation Review Committee Accommodation Report* to the Board of Trustees.

7.2 In the event that, in preparing its *Accommodation Report*, the Accommodation Review Committee cannot agree on recommendations regarding the future of the school(s) being considered, then the *Accommodation Report* with no recommendations shall be delivered to the Director of Education and shall be posted to the HWDSB website. The report shall include a statement indicating that the Accommodation Review Committee members were unable to agree upon recommendations to the Board of Trustees.

8.0 Capital Planning Objectives and Partnership Opportunities

8.1 The Board is to outline its capital planning objectives for the area under review in order to provide the Accommodation Review Committee with context for the accommodation review processes and decisions.

- The Board is to provide five-year enrolment projections, by grade, for each school included in the review. In addition, if requested by the Accommodation Review Committee, longer-term enrolment projections and/or school-age population data for the subject review area will be provided in order to support effective decision-making by the Accommodation Review Committee.
- These capital planning objectives should take into account opportunities for partnerships with other school boards and appropriate public organizations that are financially sustainable, safe for students, and protect the core values and objectives of the school board.
- The Board is to inform the Accommodation Review Committee of such known or reasonably anticipated partnership opportunities, or lack thereof, at the beginning of the Accommodation Review Committee process.

9.0 Alternative Accommodation Option(s) by the Board

9.1 The Board must present at least one alternative accommodation option at the beginning of the accommodation review process that addresses the objectives and the *Reference Criteria* outlined in the Terms of Reference.

9.2 Where the Board's proposed alternative accommodation option(s) include new capital investment, the Board staff will advise the Accommodation Review Committee on the availability of funding. Where no funding exists, Board staff will propose how students would be accommodated if funding does not become available.

9.3 Accommodation Review Committee resource staff will provide the necessary data to enable the Accommodation Review Committee to examine the options proposed. This analysis is necessary to assist the Accommodation Review Committee in finalizing the Accommodation Review Committee Accommodation Report to the Director of Education.